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MEMORANDUM FOR: Office Heads

SUBJECT : Agency Recruitment -- Extension of Field Interviewing Program

1. Your personal assistance is requested in the matter of giving the Agency's recruitment program a necessary new dimension in the form of personalized follow-up of strong candidates.

2. When senior members of your staff are travelling to cities outside the Washington area, we would propose to utilize any free time they may have by asking them to talk with new applicants whose papers are in process, or, for that matter, prospective candidates who have not filed application forms following an interview with one of our Field Recruiters.

3. If you will set up the machinery for notifying Chief, Recruitment and Reserve Placement Division (exts. [redacted] as to the itinerary of your traveller, he will set up these appointments, in the cities concerned, to suit the convenience of your Headquarters representative. These appointments normally will be at the Agency official's hotel, but we have had some very successful interviews ourselves, time permitting, at airports between scheduled flights.

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4. Ideally, your representative would be talking with one of your component's own candidates, thus giving the candidate a deeper appreciation and understanding of the specific work involved (within security limitations), professional association, et cetera, than our recruiter can possibly project in the brief interview time allotted him on campus.

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In any interview, for that matter, our recruiter does not have the depth of in-house experience to let him be all things to all people.

5. As with the recruiter himself, however, we would be asking your people, on occasion, simply to represent the Agency at large, and talk freely of their own job challenge and satisfaction, which, "obeains as well for my colleagues in many other areas of the Agency." This approach simply follows the General Electric argument that fully one-third of its new personnel are "recruited" by present employees who have found the GE challenge professionally satisfying and rewarding.

6. All too many candidates for CIA career employment have to base their decision on their concept of CIA as derived from the public press, from our not very enlightening recruitment literature and from a short interview with one of our recruiters. The long cooling off period while the case is in the processing pipeline before another real live Agency representative shows any interest in them is, we believe, the major cause of changes of heart on the part of the candidate.

7. What we are trying to break up is the long processing gap, punctuated only by encouraging form letters which deprives the candidate of any real touch with the Agency as a prospective employer while he is sweating out his clearance -- if indeed he has the patience to sweat it out, while other, and often better, offers are pouring in on top of our own. We believe a "second interview" during this period may be a very telling exercise in tilting the scales in the Agency's favor.

8. We hope you will look favorably upon participating wholeheartedly in this added dimension to our recruitment effort. In today's manpower market, the competitive structure of recruitment affords no

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employer the luxury of sitting back and waiting for candidates to capitulate. The individual whom our Agency would think of as a strong candidate is equally attractive to literally thousands of other would-be employers.

b. We get our toughest competition today from the concerns that go all out to get the man they need. Today's candidate is too sophisticated not to see through the cheap razzle-dazzle approach of some employers. These employers don't worry us. The ones who do worry us are those who follow their recruiter with an operating official who speaks the candidate's technical language or, at the very least, brings with him the built-in professional image of his company together with a sincere expression of interest in each candidate or prospective candidate as an individual.

Kennett D. Echols  
Director of Personnel

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